Czech University of Life Sciences Prague

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Bachelor Thesis

Corporate Culture in the Hospitality Industry

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Declaration

I declare that I have worked on my bachelor thesis titled "Corporate Culture in Hospitality Industry " by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 23th March 2020   _____

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Corporate Culture in the Hospitality Industry

Abstract

The author, having studied the specifics of the corporate culture of the hotel business and identifying the problems of its formation, has developed proposals to improve the corporate culture on example of the hotel "Voyage".

The theoretical basis of the study was the work of domestic and foreign experts in the field of corporate culture. Almost all researchers note the importance of cultural factors for successful business activities, indicating that the enterprise culture is not something unimportant and minor. On the contrary, cultural factors determine the face of the business, learn the entire system of relations between consumers and producers, form the ethical values and patterns of behavior.

The focus of practical part was analysis of corporate culture on the example of hotel "Voyage" and develop recommendations for improving the corporate culture of the organization.

The results of the research can be used in the hospitality industry of regions of Russia or abroad.

Firemní kultura v pohostinství

Abstrakt

Autor po prostudování specifik firemní kultury hotelového podnikání a identifikování problémů jeho vzniku vypracoval návrhy na zlepšení firemní kultury na příkladu hotelu "Voyage".

Teoretickým základem studie byla práce domácích a zahraničních odborníků v oblasti podnikové kultury. Téměř všichni vědci upozorňují na význam kulturních faktorů pro úspěšné obchodní činnosti, což naznačuje, že podniková kultura není něčím nepodstatným a menším. Naopak, kulturní faktory určují tvář podnikání, osvojují si celý systém vztahů mezi spotřebiteli a výrobci, formují etické hodnoty a vzorce chování.

 Praktická část byla zaměřena na analýzu firemní kultury na příkladu hotelu "Voyage" a vypracování doporučení pro zlepšení firemní kultury organizace.

Výsledky výzkumu lze použít v pohostinství v regionech Ruska nebo v zahraničí.

Klíčová slova: výzkum firemní kultury, hotelový management, analýza organizační kultury, hotelový personál, typy ruské firemní kultury

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1 Introduction

All leaders and managers today think about the necessity of purposeful formation throughout corporate culture. This situation is mostly due to the transition of Russian business to a new stage of development. It characterized by the search for ways to increase the efficient usage of available resources, including personnel.

A few years ago, almost no one knew such a now-common phrase as "corporate culture," although this does not mean that before it did not exist. Regardless of the existence of specific terms or organizational units that intend to shape it, corporate culture exists in almost any company (in one form or another). The only difference is that somewhere it exists, formed and developed spontaneously, and somewhere consciously and purposefully. Of course, the desired effects, i.e., the increased productivity and employee loyalty to the company, can only give intentionally created corporate culture. This is taking into account the peculiarities and needs of a particular company.

The role and importance of corporate culture in modern business processes is devoted to quite a lot of detailed and fundamental Russian and foreign researches. These authors give their vision of the category of corporate culture, its purpose and economic essence, the role in strengthening the image of the organization, and increasing its competitiveness.

2 Objectives and Methodology

2.1 Objectives

The aim of the research is the analysis of corporate culture, problems of its formation and development in hospitality industry.

To achieve this goal is necessary to solve the following tasks:

- to consider the history of corporate culture and to identify the mechanisms influencing its formation;
- to study the theoretical foundations of the concept of "corporate culture," its essence and structure;
- to determine the factors affecting the creation of corporate culture;
- to identify the features of the organizational culture of the enterprises of the industry of hospitality;
- to perform the corporate culture of the hotel "Voyage";
- to develop practical recommendations for the adjustment of the corporate culture of the hotel "Voyage".

Object of study: corporate   culture in the hotel industry.
Subject of research: the corporate culture of the hotel "Voyage".

2.2 Methodology

The bachelor thesis consists of two parts - theoretical and practical.

In the theoretical part was used methods of induction and deduction, findings from literature and internet sources. This part focused on corporate culture, research and data collection. The practical part deals with analysis of corporate culture of hotel "Voyage". Based on the study of the corporate culture of the hotel "Voyage," recommendations was developed for improving the corporate culture of the organization.

Data collection method: All data necessary to complete this thesis was drawn from questionnaires, research, statistics, inductive and deductive, comparative methods, etc.

3 Literature Review

3.1 Theoretical – methodological aspects of the formation of corporate culture

3.1.1 History and the essence of the concept of the corporate culture

In recent years there has been a wave of scientific and practical interest in the phenomenon of the corporate culture. Its study faced with a particular difficulty. In domestic science, there is still no unambiguous definition of the concept, a clear understanding of what is the potential of this phenomenon, whether it is possible to affect it, and, if so, by what mechanisms. It updates the need to understand the essence and content of corporate culture and define its structure and functions.

We emphasize that initially, the term "corporate" is derived from the Latin "corporatio" - the Union (the community), and not from "corporations" as a legal type of the enterprise. It is known that the presence in the organization "corporate spirit" was discussed in the nineteenth century.

The term "corporate culture" appeared in the XIX century. It was formulated and applied by the German field Marshal Moltke, who used it, describing the relationship among the officers. At the time, relations were regulated not only by the statutes, courts of honor, but the duel: the saber scar was a mandatory attribute of belonging to officers of the Corporation. Rules of conduct as written and unwritten, developed within the professional communities in the medieval guilds, and violations of these rules could lead to the exclusion of their members from the communities [Corporate culture// www.ru.wikipedia.org]

It is believed that the idea of corporate culture dates back to the so-called Hawthorne experiments, which were conducted from 1925 to 1932 at a factory in Illinois. Anonymous surveys of workers and employees made it clear that open standards of conduct existed at the plant, in some cases preventing management from trying to improve production. It was after Hawthorne studies , scientists began to think about the impact of human relations and communication in a team on productivity.[https://en.wikipedia.org/wiki/Hawthorne_effect]

In 70th, the idea that organizations have their own "culture," expressed by several researchers, for example, P. Turner in 1971 [159], P Gandhi in 1978 ,A. Pettigrew in 1979 [129]. Fundamentals of the theory of organizational culture, according to many scientists [159], was founded by the anthropologist Clifford H. [59] in his book "The Interpretation of Cultures," saw the light in 1973.[https://studwood.ru/794661/kulturologiya/teoretiko_metodologicheskie_aspekty_formirov aniya_korporativnoy_kultury]

Invisible corporate culture existed during Soviet times. However, the core of this culture was a communist ideology with its values and the moral code of the builder of communism at heart. After the 1917 revolution, the informal corporate culture partly replaced people's traditional religion. Among the instruments of the corporate culture of that era - the May and November demonstrations, workdays, organizing holiday parties, group trips "on a potato," etc. [Fomenko S., 2006].

Since abroad, especially in the USA, there are many books and articles about the corporate culture by such authors as L. Smirsich, J. Martin, A. Wilkins, E. Schein, G. Morgan, Lois M., and others [159]. In Russia, this theme almost not studied or considered with other theoretical positions in different social-economic context. However, it should be noted that recently, in connection with the active involvement of Russia in the processes of globalization and international economic integration, joint ventures and access to foreign markets, the seal contacts and the accelerating pace of communication problems in corporate culture began to win the attention of Russian scientists. Appeared the thesis, monographs, articles, textbooks, and manuals covering a particular aspect of such a spacious concept as corporate.culture.
[https://studwood.ru/794661/kulturologiya/teoretiko_metodologicheskie_aspekty_formirov aniya_korporativnoy_kultury]

In modern literature, there are many definitions of "corporate culture." Like many other terms legal disciplines, this has no single interpretation. In modern educational and scientific literature, there are about 50 concepts of "corporate culture." Consider the most common:

Corporate culture - the specific characteristic of the organization of the system of relations, interactions, and relationships occurring within a particular business activity, way of defining and dealing [Albastova L. N., 1998].

Corporate culture is the essential set of regulations to be adopted by members of the organization and reflected in the claimed values of the organization, which sets people to reference points of their behavior and actions [Bogdanova N., 1997].

Corporate culture a set of assumptions, beliefs, values, and norms that are shared by all members of the organization [W. Newstrom, K. Davis].

Corporate culture, a complex set of assumptions essentially accepted by all members of a specific organization, and defining the General framework of behavior, take a more significant part of the organization. It manifests itself in philosophy and ideology of management, value orientations, beliefs, expectations, norms of behavior. Regulates the expression of a person and provides an opportunity to predict his behavior in critical situations [Bazarov T.].

D. Eldridge and A. Crombie: "the culture of the organization should understand the unique set of norms, values, beliefs, behavior patterns, etc. that define a way of uniting groups and individuals in the organization to achieve its goals".[https://studbooks.net/1172805/menedzhment/suschnost_struktura_organizatsionnoy_kult]

Despite the diversity of versions, their common feature is that corporate culture is seen as a factor that can be used to maximize the efficiency of the organization, enhance its integrity, enhance the social cohesion of employees, improve their productivity and motivation.To identify the most important characteristics of corporate culture and on this basis to formulate its final determination, we believe it is essential to address its functions and identification of the most important. In General, it is possible to allocate the following tasks of corporate culture:

1. The formation of a positive image of the organization. Corporate culture is expressed through values that the organization supports not only inside but also outside. Accordingly, the organization is perceived in a certain way both internally and in the external environment.

The worker that satisfied not all conditions can, however, continue working at the company, which makes the external environment of respect, work in a prestigious place.

2. The maintenance of the inherent values of the organization. Corporate culture, through artifacts, mission, history, tradition, supports the importance of the enterprise.

3. Create and maintain a sense of common cause ("ownership") among staff, which gives meaning to their work in the organization.

This function of corporate culture (creating a sense of involvement among employees of the organization in the common cause) contributes to the fact that corporate culture forms moral and ethical values and attitudes that enhance the realization of the potential of the intellectual and spiritual energy of employees (the value of the employee as a person, his/her self-realization, the value of a good team, activities for the benefit of society); Strengthens the ties (social partnership) of employees with the management of the organization, the sense of community (solidarity) of all levels of employees around values, norms, traditions (which increases their responsibility for the quality of activities)[Mogutnova N. N., 2011].

4. Education in the spirit of devotion to the organization, the limiting of undesired effects, security feature. Corporate culture tends to be stable, to meet the critical perception that should be separated by most of the staff and, preferably, does not change with time (if it is not necessary to modify corporate culture).

5. Promote the socialization of new employees, - adaptation function. Socialization of the employee at the company is primarily tied to how successfully it can be integrated into the existing culture, whether dominant values. How deeply the worker interiorized values and norms of the enterprise depends on the nature of its adaptation, and success most of the corporate culture.

6. Formation and control of behaviour that is characteristic for the organization - regulatory function. The mechanisms of action of corporate culture "reject" styles of behavior that do not correspond to its content. For example, workers see that when personal productivity increases, there is a rise in the service ladder. In other words, in this organization real, not declared respect for individual merit, and, conversely, the work of "carelessly" is not welcome. The first three functions (formation of a certain image of the organization, maintenance of values of this organization, and creation and maintenance of a sense of involvement of employees of the organization in the common cause) are presented as the main functions.

So, based on shown above, a special role for the function, it is possible to formulate the following definition of corporate culture is a set of shared labor collective values, norms, and traditions shaping the employees a sense of belonging to the organization.

3.1.2 Structure and factors influencing corporate culture

The corporate culture of the organization consists of its elements, which, like the "bricks" being adequately adjusted to each other, creating a solid foundation that holds the building. If each of the parts is not in alignment with the other, it violated the principle of consistency, and the corporate culture does not work and leaves a simple set of measures having no common purpose. Besides, for each of a set of elements of corporate culture needs to be customized. As already mentioned, the corporate culture shapes the behavior of employees and managers, so, culture determines the factors that could affect behavior: first of all, personal and group motivation of employees, their values and norms, the system of incentives and compensation (the employee determines what is valuable and what standards of behavior are reasonable here based on what the company rewards and what punishes). Powerful factors that influence corporate culture are the behavior of leaders, internal and external information flows, the rituals, the outstanding and solemn events that occur in the company.

Here's a relatively complete list of factors that determine the corporate culture of the company:

- a formal corporate culture that is documented, the declared values, beliefs, norms, etc.;

- the personal culture of each employee, and their IQ;
- objectives and methods of measuring the achievement of the indicators;
- the personality of the leaders;
- leadership style in the company;
- the behavior of managers and employees;
- company organizational structure (the regulatory barriers between functional departments, high or flat construction, etc.);
- the system of motivations, incentives, and compensations;
- method of promotion/enhancement of staff;
- the system of training and staff development;
- information flows (information management system of the company: information channels, the formal policies, and rules, procedures, norms, and practice);
- the allocation of resources in the company;
- conflicts and conflict resolution;
- physical environment (design, space, furniture, equipment, etc.);
- the social environment outside the company [B. Zhalilo, 2008].

All of these factors determine the corporate culture of the company, but their weight or power of influence is individual for each company. As a result of the actions of the listed factors, the personnel penetrates corporate culture, unity arises.

The structure of corporate culture consists of two levels (Fig. 1).

Figure 1 - Structure of corporate culture
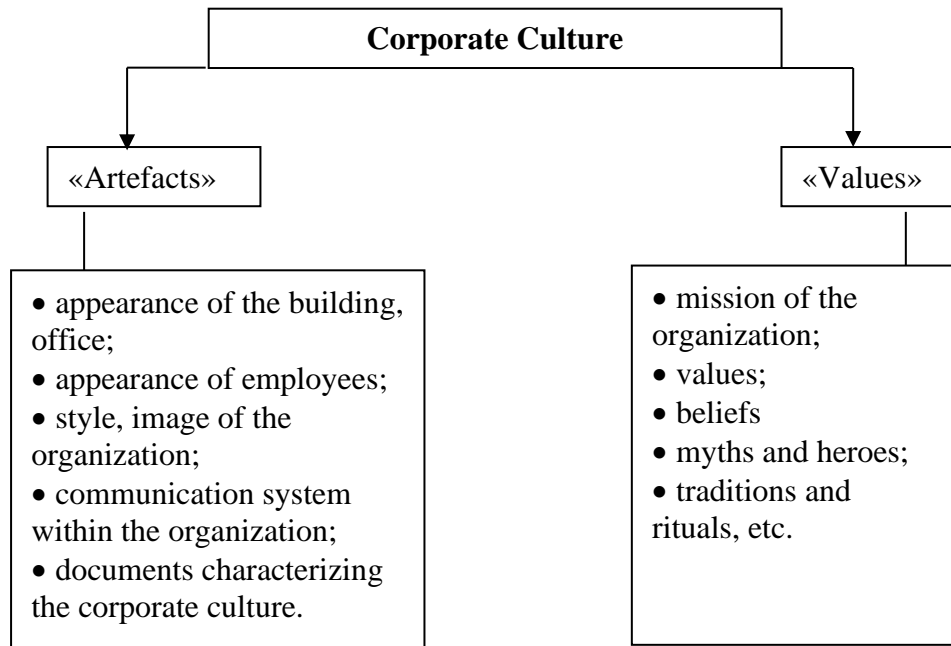
Source: [E.Schein,2008]

The first level ("artefacts").

1). The exterior of the building, offices, and other premises in which the organization is located.

2). The appearance of employees (if adopted in your organization attire).

3). The individual style of the organization: logo, symbols, their use in the design of jobs, documents (example - hanging slogans, posters, flags, badges, emblems). Takes into account aspects of the design, indirect characterizes the organization. For example, photographs of old buildings, shops - this is a reference to the history of the organization, an allusion to the idea of continuity.

4). Characteristics of communication: type of connection used within the organization (verbal, written, electronic); the technical means used.

5). Particular documents that describe the organization's values. The artifacts embody the spiritual values of the organization and express what differentiates one organization from another.

The second level ("values") is a system of values, beliefs, beliefs, norms, rules, traditions, rituals, legends, heroes that exist in the company, and which determine the behavior of each employee. Corporate culture can include formal elements - those that are declared and documented, and informal ones that are not fixed anywhere, but in reality, accepted by the employees.

The mission of the organization posits the primary purpose of organizations in society, the meaning of its functioning. Types of tasks: the main strategic goal, self-improvement, the national idea [Solomonidina T. O., 2002,].It is the goal (or several main goals) of the existence of the organization, which develops a collective consciousness, establishes guidelines of relations between employees, models of behavior towards objects of interest of the organization, mobilizes for the achievement of corporate goals and sets the significance of the activity of the organization in the social aspect. The mission includes:

a) ideology or the basic principles of the organization;

b) image - the image that the organization creates and maintains to the external environment.

History, myths, and legends of the organization-this is the whole history of its creation and development from the day of its foundation till today. Finding out precisely what employees know about its development, which stories are the most common, you can determine which values are supported by those stories, and why exactly those values dominate. Rituals and traditions usually expressed in the celebration of any event. Their common feature consists of filling people's lives with a sense of communion to a whole: working group, occupation, society. In celebratory action, the organization also embody its values. The holiday maximizes those normative and value factors that operate in the rest of the time. It can contribute to the preservation of stability, the continuity of social life within the limits of established norms and attitudes. The impact of the holiday on people is significant due to one of the fundamental needs of the person - in affiliation. The point of it is to emphasize that they celebrate together exactly "their own." Researchers who write about the holidays, call this form of joint human activity time of life when the person most probably realizes his unity and oneness with people around him. Corporate event (as all holidays of labor) attaches people to the cultural values and achievements (working life) and therefore is an effective means of human exposure. By merging, uniting, maintaining public relations

feast, "updating" values and reminding about important events associated with them, plays the role of a powerful mechanism of transmission of cultural traditions from one generation of employees to another, allows people to carry identification with the organization and its staff.

Conditions and values. It seems legitimate to speak of corporate culture only in the case when running multiple work environment employees are satisfied with work overall, working conditions, relationships in the team, wages, social security benefits, the atmosphere in the team is non-conflict [Mogutnova N. N., 2011].

- Superstitions and beliefs – this is some solid views of staff on the following:
- the products and services of the company;
- the company's market;
- clients (including consumers);
- competitors;
- business partners;
- owners or shareholders;
- company;
- the scope (limitations) of personal freedom of decision-making and responsibility;
- professionalism (to know or to learn?);
- personal work/jobs;
- quality standards;
- the user;
- motivation;
- other employees;
- themselves (as employees and individuals).

For employees to be represented by a team of professionals with a well-organized system of mutual support and reciprocity, it is necessary to adherence to all employees to the standard norms of business ethics and corporate conduct. The main message on which this provision is based is obvious - the behavior of every person depends on his thoughts, values, and outlook on life. If a person's commonplace is the rise of voice and rudeness, indiscipline and negligence, selfishness, and envy, he talks and behaves accordingly. If it is habitual for a person to raise the voice and to be rude, indeterminate and negligent, selfishness and envy - then he argues and behaves accordingly. Connecting to workplaces in small groups and

teams, people with different personal and professional qualities constitute a particular psychological and cultural climate inherent to the individual business unit or the company as a whole. Such an atmosphere generates a set of views on the system of relations within the company, the business, the purposes and methods thereof – all that is called corporate culture.

Standards of conduct are standards and approaches for which the employee determines how and what he needs to do. Standards typically relate to such areas as:

- communication;
- receiving or determining goals/objectives;
- the process of work;
- teamwork;
- the use of working time;
- use of resources (including financial) companies;
- customer service (both external and internal);
- reporting;
- training and professional development;
- the exchange of information;
- obtaining, using and giving feedback;
- initiative;
- creativity;
- innovation, flexibility;
- the activity or passivity of behavior.

Rules of conduct can be formal or informal. Formal rules reglementary individual employee's actions, sometimes turning them into fully regulated procedures. The rules may be those that need to be implemented or those that give some freedom of choice. Informal rules are defined by employees or by a group. Informal rules are very similar to norms.

Heroes – persons who work or have worked at the company, and showed by his example the behavior that is clearly expressed and directed at strengthening the core values of the company. Heroes can be considered the master, which exceeded the plan (subject to the production-oriented enterprises), best sellers (when the greatest value for the company - increasing sales, i.e., if sales orientation), managers who have correctly identified that when

and at what price to sell (with market orientation). In the case of marketing orientation heroes are those who have exceeded client expectations and provided the best service, or honorably resolve the conflict with the client, etc., Some Ukrainian and Russian companies are already creating modern equivalents of the "Board of honor" and I think that this is an effective means of motivation [B. Zhalilo, 2008].

The value system determines what "good" is and what is "bad" for the company and the employee. For its impact on the company to be positive, the employee 's value system must be consistent with the company's value system. It can be achieved in an integrated manner through proper selection, orientation, adaptation, training, incentives, and certification of the employee.

The presence of a coherent system of values and norms of conduct allows the organization to create a single motion vector and development of the company its employees. However, well-implemented corporate culture allows us not only to improve the internal communication but also ensures the loyalty of employees, helps to maintain team spirit, which sometimes depends on the security of the company.

An organization that seeks to be effective has a responsibility to have a system of values. At the same time, the moral principles of employees should be close to the system of values of the organization so as not to cause conflicts.
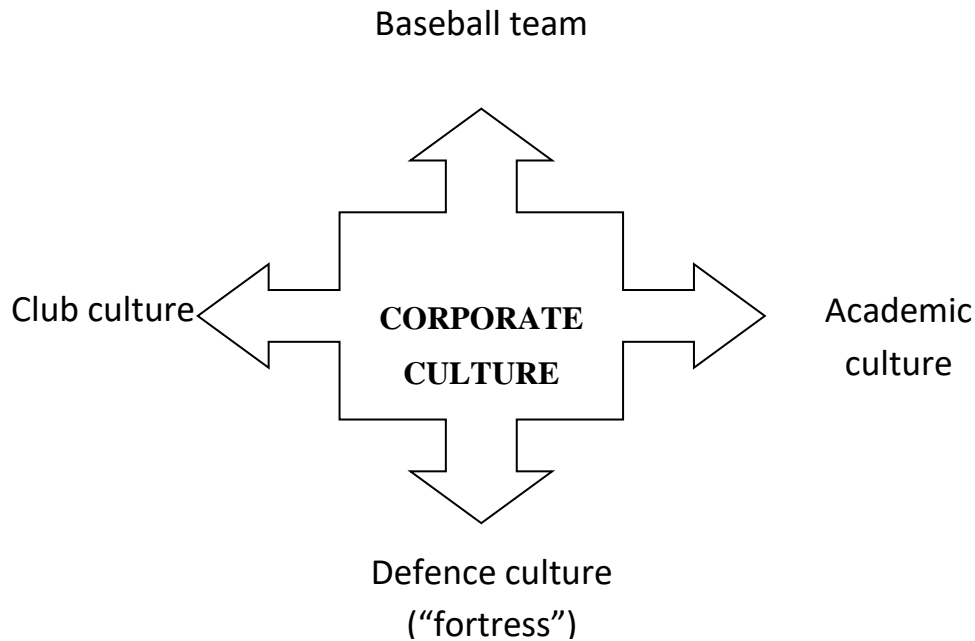
3.1.3 Classification of corporate culture

3.1.3.1   Types of corporate cultures of D. Sonnenfeld

Typology D. Sonnenfeld distinguish between four types of cultures

(Fig. 2).

Figure 2 - Typology of corporate culture D. Sonnenfeld

Baseball team

Club culture ← **CORPORATE CULTURE** → Academic culture

Defence culture
("fortress")

Source:[D. Sonnenfeld]

Each of these cultures has a different capacity to support the status and success of the company and different impacts on career employees.

In the "baseball team," successful employees consider themselves "free players," for which there is an active competition between employers in the labor market. Workers with low personal and professional indicators are quickly dismissed at the initiative of employers.

«Club culture" is characterized by loyalty, devotion, and harmony of employees, teamwork. A stable and safe environment conducive to the promotion of age of staff, experience, and job benefits. Career growth is slow and gradual. It is expected from the employee that at each new level, he must comprehend all the subtleties of this work and master his skill, that's why employees have a full professional horizon.

In the company "academic culture" recruit new young employees who show interest in long-term cooperation and agree to move up the career ladder slowly. Unlike the "club culture," the employees here rarely pass from one Department to another or from one direction to another. The basis for promotion and advancement is good work and

professional skills. Such a culture limits the widespread development of the personality of the employee and prevents intra-organizational cooperation.

In "defence culture," there is no guarantee of permanent work, no opportunity for professional development, as companies often have to undergo restructuring and reduce their staff to adapt to new external conditions. Such a culture is disastrous for workers, but also represents excellent opportunities for some confident managers who like to accept the challenge.

3.1.3.2 Positive and negative corporate culture

Depending on the nature of the influence of corporate culture on the general effectiveness of the activity of the enterprise, mark out "positive" (in some sources "positive") and "negative" ("negative") cultures. The culture of the organization is positive if it contributes to the practical solution of problems and productivity growth, stimulates the performance of the enterprise and /or its development, and is a source of competent management decisions. Negative culture - a source of resistance and general chaos, can impede the effective decision-making process, the general functioning of the enterprise, and its development.

Abramov S. G., Kostenchuk I.A. to offer the following classification, by which they distinguish between different types of corporate culture (Fig. 3).

Figure 3 - Classification of corporate culture S. G. Abramova and I. A. Kostenchuk

Source: [S. G. Abramova and I. A. Kostenchuk]
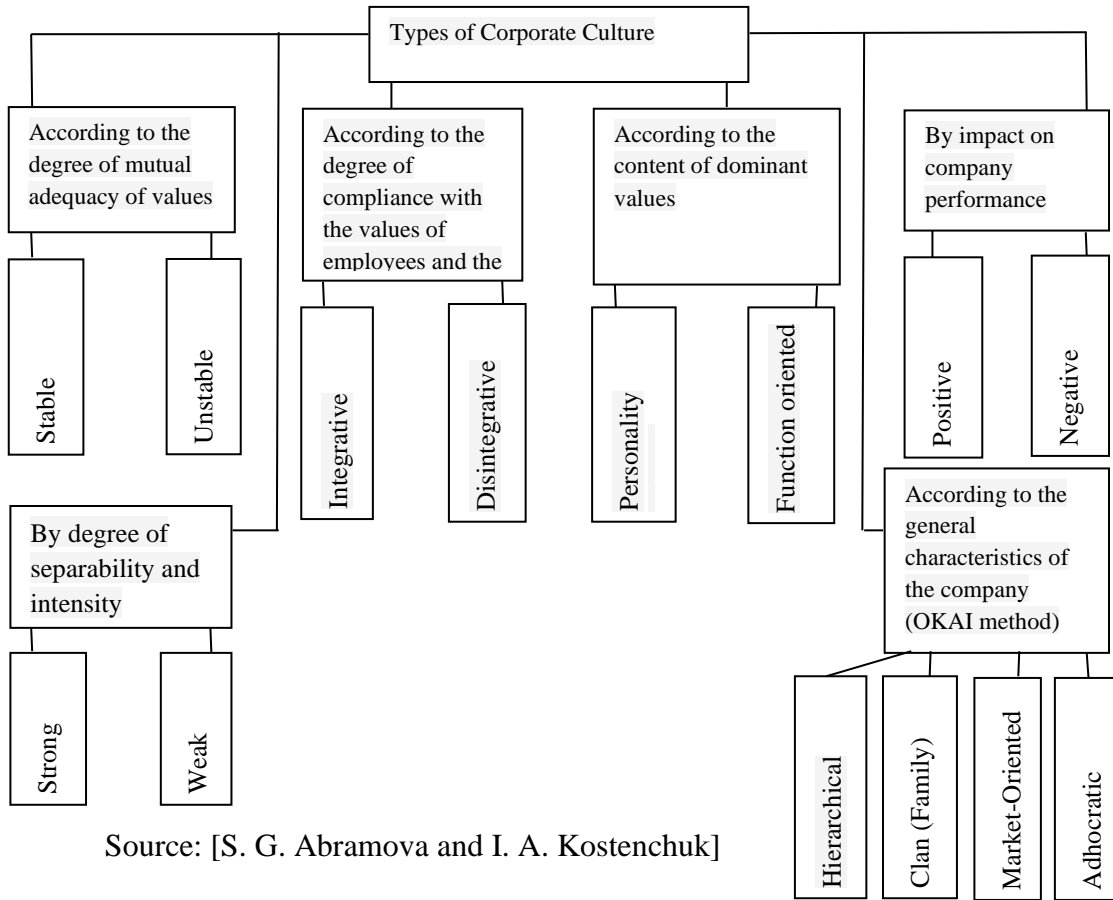
The criteria for dividing crops into positive and negative ones consist of several components:

1. "Stable" (high degree) and "unstable" (low degree) cultures are identified in terms of the degree of reciprocity of the dominant hierarchy of values and the standard ways of their realization. A stable culture is characterized by clearly defined norms of behavior and traditions. Unstable - lack of bright ideas about optimal, permissible, and unacceptable behavior, as well as "fluctuations" of the social and psychological status of employees.

2. According to the degree of correspondence of hierarchy of personal values of each of employees and hierarchical system of intra-group values, "integrative" (high degree) and "disintegrating" (low degree) cultures are distinguished. Integrative culture is characterized

by the unity of public opinion and intra-group cohesion. Disintegration - lack of common public opinion, division, and conflict.

3. According to the content of the values prevailing in the organization, "personality-oriented" and "functionally-oriented" cultures are distinguished. The first captures the importance of self-realization and self-development of the employee's personality in the process and through the implementation of his professional and labor activities. For the second, the main value lies in the implementation of functionally defined algorithms for the implementation of professional and labor activities and status-specific behavior patterns.

According to S. G. Abramova and I. A. Kostenchuk, the nature of organizational culture is manifested through the system of relations:

1. the attitude of employees to their professional activities;

2. the position of employees to the enterprise;

3. functional and interpersonal relationships of employees.

Positive culture records the value of vocational activity as a way to realize the value of self-development, as well as the value of the enterprise as a condition for the realization of self-development. Negative - reflects the situation when activity in a particular enterprise is to various degrees beneficial to the employee, but not valuable in terms of his self-development and self-realization. Studies of "negative" cultures have revealed that these firms are dominated by the following relationships: indifference, impersonation of problems, blind submission, conservatism, isolationism, antipathy. According to human resource management experts, companies with a "negative" culture have a number of problems: rumors and gossip that undermine the credibility of the enterprise among its employees, the public and partners; Mistrust of managers at all levels; high turnover of staff; "Mental" turnover, i.e., employees are present physically, but mentally and emotionally "absent," work several hours during the day, perform only the most necessary, work insufficiently qualitatively, artificially stretch the time of the task, and the rest of the time is spent on skewering, tea party, non-production conversations, etc. The following features of socio-labor relations characterize a positive culture:

1. The employee perceives himself/herself as a subject whose professional and working activity affects the overall performance of the enterprise and determines the strategy of its development.

2. The informed acceptance of personal responsibility. A conscientious attitude to work responsibilities becomes the norm for an employee. Public opinion is negatively inclined towards manifestations of fictitious labor activity.

3.The orientation of employees to find, develop, choose, and implement the best ways to carry out their activities. Employees develop a sense of responsibility for the quality of the product and create an interest in improving it. Work of any kind becomes creative, which creates a general atmosphere of passion for its work.

4. Professional work has a positive impact on personal development.

5. A sense of mutual adequacy of personal and collective criteria of self-worth. The success of the employee, as a result, becomes the basis for self-respect and respect from colleagues. The effectiveness of business interaction is increased, which creates the condition for the establishment of friendly interpersonal relations in the team.

3.1.3.3 Types of modern Russian organizational structure

Some Russian researchers identify specific types of modern Russian organizational culture (Fig. 4).

Figure 4 - Types of modern Russian organizational structure
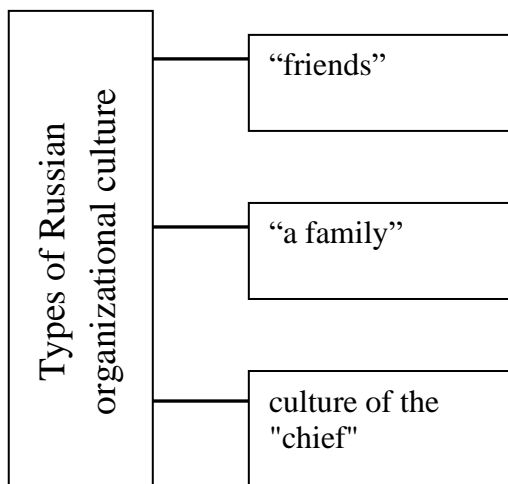
Source: [Corporate culture// www.ru.wikipedia.org].

1. The type of "friends" is characteristic of firms created during the years of perestroika, when opportunities were opened for building new structures, for changing the scope of activity. It was very difficult to break into a new sphere alone, people felt insecure, and therefore they attracted friends and relatives to their companies. In commercial activities, friends sought, above all, to maintain a friendship. Still, organizational goals sooner or later came into conflict with the culture of interpersonal relations and destroyed them; friendship turned into rivalry and even hatred.

2. An organization with the "family" type is characterized by a strict hierarchy; there are roles of father and mother, older and younger sisters and brothers. Relationships are built on feelings, the complete absence of any formal rules. The manager believes that subordinates should take hints from him, and subordinates, try to feel what the manager wants from them, without receiving accurate instructions. This "telepathic game" leads to serious mistakes and losses for the organization. As a rule, responsibilities, and functions are not distributed in a strict status hierarchy. Each "senior" can confide something to any "Junior," have secrets with him, and each "Junior" strives to prove himself to the "father".- Everyone here does not do what they should, but what they think is most important, based on family relations.

3. The culture of the "boss" is characterized by the fact that in Russia, there is a fear which employees feel to the manager. At the same time, all the problems of the organization are associated with the mistakes of higher management. Managers are generally considered incompetent, and sometimes just stupid. Employees believe that other companies have good managers who could change everything and make it better. As a result, people at all levels of the hierarchy scold their superiors, while feeling their real helplessness [Corporate culture// www.ru.wikipedia.org].

3.1.4 The role of the leader in shaping the corporate culture

In many successful companies, the first person is not just a leader, but without exaggeration, the "corporate myth" (example IKEA). Each employee knows the biography of the Director, the story of his success, which led to the prosperity of the company. The image of the owner is a significant motivating factor [Komarov A., 2006].

Professional management as a principle of work is intended not only to guarantee the prosperity of each institution but also to be a step towards building a more civilized infrastructure as a whole. The manager plays an important role in the formation of the corporate culture. Head of the team has required skills, ability to organize activities of team members in accordance with its role, the ability to reveal the beauty of labor, collectivism, moral qualities, forming of aesthetic culture of team members, stimulate the creation within it of a healthy psychological climate. A major role in defining corporate culture is played by a manager who should be fairly clear about what culture is in general, and separately - corporate culture. His task is to understand the role and place of personal and corporate culture, in achieving the goals of the organization, and to anticipate the consequences of its decisions in the cultural aspect. Increases the authority of the manager and the ability to diagnose the causes of success and failures directly or indirectly related to the culture of the corporation. The task of the head of the enterprise is the rational placement of personnel of young specialists, involvement in the performance of work requiring a creative approach to the case, development of skills of research.

The competence of the head - the quality of his personality, which helps consciously produce the best style of leadership, based on experience, knowledge of management, psychological, educational equipment, scientific and cultural horizons. Awareness of the head with the characteristics of the group, which he directs, helps to choose a leadership style that best corresponds to the specific conditions in which the work team and the supervisor.

Experience shows that the manager with the style of his work, personal behavior, attitude to employees directly or indirectly affects the formation of a moral and psychological climate in the collective. For this influence to be positive, the leader must have the following qualities: clear ideological position, principle, work, sensitivity, attention, the high culture of communication, courtesy combined with tactical demanding. Having these qualities, the manager will contribute to the formation of the corporate culture of the organization. The leader must be able to determine the leading personality traits, psychological state, and this requires him to be observant. He must be able to predict the prospects for the development of the personality of each member of the team and model the future of the team and each member. It is necessary to note such ability as an influence, i.e., the ability to convince, inspire thoughts and rules of behavior. Thus, a leader aimed at

improving a positive corporate culture can increase staff loyalty, reduce staff turnover, improve the quality of work of employees, labor productivity, improve the moral situation in the company, the relationship in the team.

3.1.5 Features of the corporate culture in the hospitality industry

Over the past few decades, the hospitality industry has changed beyond recognition. Today, the international network of hotels can satisfy even the most demanding taste. Customers expect from hotel enterprise of high standards of service. Regarding this, hotel managers, whose main focus was on the operational management of production, must solve new problems, take a different approach to the development and maintenance of the hotel infrastructure in a competitive state, since it has the primary responsibility for creating an effective business. The income and success of the hotel are directly related to its corporate culture.

The corporate culture of the hotel directly affects competitiveness, accelerates, and increases sales volumes. It is a tool to achieve the hotel's strategic, forward-looking goals. There must be common values among workers' leaders, who are eventually transformed into standards of behavior that improve the quality of services provided and joint efforts to address current and long-term problems. Today, most practitioners share the view that a hotel venture's strategy, structure, type of people making decisions, systems, and ways of managing tend to reflect the hotel's corporate culture.

A key figure in the hotel, creating a corporate culture, of course, the manager. One of its main tasks – to the behavior of performers of hotel services suited to the purposes of the hotel and its strategy. As practice shows, the most profitable and efficient hotel will be the one which is headed by a person that has passed on all steps of the career ladder of the company, the head of which he is. After all, then he knows all its features and can more clearly control the formation of the culture of the enterprise.

The hospitality industry is currently a great need for people who love and know how to serve others. Kindness, interest in people, and the ability to communicate are key requirements to personal qualities of the employee in the hospitality industry. If a person needs to make efforts over himself to smile once more, this profession is not for him.

According to experts, the ideal employee of the hotel is an artist (because he can greet the guest in twenty different ways) with excellent memory (because he knows in the face and by the name of every guest).

The hotel is directly dependent on the activities of its employees. Therefore, for the hospitality industry, every employee must share the principles of corporate culture, taken in his enterprise. For all companies operating in the service sector, the number one priority is employees focused on work with clients. Smile, friendly service, professional knowledge of all business processes in the hotel – here is the gold standard, which needs to be cultivated. Modern trends of development of the hospitality industry, in general, is the care of its employees – the people who create this industry. "The better the company will treat their employees, the better employees will treat the customers "[1] - the motto of most popular hotel chains in the world Marriott.

Another important feature of the formation of corporate culture in hospitality is standards. The hotel business works well as a well-established mechanism if everything is regulated in it. The success of large hotel chains, in particular, is determined by the single, clear style of service in each hotel. There is such a concept - repeatability of quality.

The main objective of the standards is to ensure that all hotel staff in the same position perform their duties equally. Constant attention is paid to the appearance of employees - the internal schedule of each hotel regulates the appearance of its porters, maids, and other employees. Common in them: tidiness, cleanliness of clothes, hairstyles, and shoes. Attention to the duties of staff and how they behave in a given situation. Literally point by point, what to do, what to see, what to pay attention to, how to answer by phone, and so on. Very often, there is a question of forming of stress resistance of employees. The standards prescribe how to behave, for example, in a conflict situation. In this situation, you must use the training that runs by professional coaches. Local training is held inside the hotel by the staff themselves. This person can be a coach or specialist who is responsible for a particular section. There can also be mini-seminars: the practice of daily training, motto, attitude[3]. It is another feature of the corporate culture of the enterprises of the hospitality industry.

The corporate culture of the hotel has become a mechanism of action for staff and includes formal and informal value system of the enterprise. You need to create a corporate

program that would reflect the idea of what the hotel wants to see the company towards guests, partners, employees. For example, in the "National" Hotel Moscow, the hospitable service guide uses the motto: "You will never again have the opportunity to make a good "first impression."

One of the main directions of the formation of the corporate culture of hospitality industry is the provision of services of higher quality compared to competitors, and they should satisfy and even exceed expectations of guests. Expectations are formed, based on already existing experience of clients, as well as the information received through personal or mass channels. If the view of the received service does not meet expectations, guests lose interest in a specific hotel, and if it meets or exceeds, they can choose it again. Therefore, it is important for the hospitality industry not only to make a good "first impression," but also to predict the wishes of guests, showing sincere interest in their problems. The sphere of hospitality is often called the sphere of pleasure but in a good sense of the word. Excellent service - give the guest a little more than he expects, and excellent service - to do it with sincere pleasure.

For example, Corporate concept of the company Accor has three main positions:

- respect guest;
- to meet his needs;
- the corporate spirit of the personnel.[4]

The corporate culture of the hotel enterprise will ensure its success, will help you become more competitive and efficient. But it is necessary to take into account the specifics of our chosen profession. In the hospitality industry, it is first essential to care about its employees – conductors services. The guest 's opinion about the hotel depends primarily on the efficiency of their work, which is directly related to their mood. To maintain the working mood of the organization, it is necessary to continually conduct various training, introduce and fix standards, constantly train personnel, and develop new motivation systems.

It is also important for hotel employees to feel the cohesion of the team (it is necessary to think over the company's motto clearly), teamwork and see the result of such activities. The better the company will relate to its employees, the better the employees will relate to customers - this should always be remembered.

4 Practical part - Analysis of the corporate culture of the hotel Voyage

4.1 Characteristics of the hotel Voyage

The hotel of economy class is designed for 119 seats, located in the Kirov district of Omsk, in 100 m from the bus station.

The hotel was opened in 1991 and had a different name, but after reorganization, the hotel was called "Voyage".

Organization structure of hotel management

1. The building and adjacent area

The five-story building. The entrance for guests is separate from the service entrance and also to the restaurant and bar.

There is a guarded Parking.

2. Technical equipment

The hotel is equipped with emergency lighting and power supply, and two lifts - 1 passenger and one cargo lift.

There are means of protection against electric shock. Available city and intercity telephone communication.

3. Rooms

A capacity of 119 seats.

Numbers of rooms – 68.

Accommodation is available in 1 -, 2 -, 3 -, 4-and 5-bedded rooms.

The price for one night - from 550 RUB./standart room and up to 4800 RUB./room Suite.

The bathrooms are equipped with a sink, toilet, and bathtub.

4. Technical equipment

The room doors are equipped with lock, with an inner fuse.

All rooms have ceiling and bedside lamps and table lamps—bathrooms in rooms with lights above the sinks—the outlet indicating the voltage.

All rooms have TV's, refrigerators, phones.

5. Equipment furniture and equipment

All rooms with furniture, bedding, blackout curtains, mirrors. The hanger racks for coats and hats. All rooms have a carpeted floor and equipped with advertising and informational materials:

-information Handbook;

-telephone directory;

-the list provided by the hotel services;

-promotional materials with the history of the surrounding area and the main attractions;

-fire instruction.

6. Equipment and hygiene equipment rooms

Toilets for individual use are equipped with mirrors with shelves for toiletries, towels (at least three, including bath towels). The bathrooms are equipped with disposable toiletries provided for each guest (soap, shampoo).

7. Public spaces

Public spaces have furniture and equipment that meets the functional purpose.

The reception has a Seating area - zone equipped with chairs, a sofa, a coffee table. A sports center with a gym, sauna and swimming pool. The hotel has a hairdresser, a pharmacy, and a billiard room.

8. The premises for the provision of food services

The hotel has a cafe-bar. The cafe offers a choice of any of the options provided meals (Breakfast, Lunch, Dinner).

9. Services

Reception at the hotel works 24/7.

Maid service is performed daily. Change of bed linen one time in 3 days.

The service will accept orders for repairs, cleaning, washing, and ironing of clothes, taxi call, shoe repair, etc.

The reception is also providing the following services - booking of tickets for different modes of transport, the sale of tickets to theatres, sporting and entertainment events.

10. Personnel requirements and training

The hotel has written standards (guidelines) for personnel, fixing responsibilities and rules of work.

The hotel staff wears uniforms, the form of which depends on the differentiation of positions.

The hotel staff runs a periodic medical examination, the record of which is made in the health book and health magazine.

11. Documents that support the activities of the hotel:

The certificate of conformity;

Documents required in the process activities:

-guest card (issued to the client needs them to get the key),

-profile of the guest (input of client data),

-application for booking of accommodation (a letter, usually taken by Fax)

-the form of confirmation of reservation;

-various invoices (payment for accommodation, other services (Ironing, Laundry, etc.).

The role of the staff in the hotel

The organizational structure of the hotel is determined by its purpose, location, specifics of guests, capacity. The structure reflects the powers and responsibilities of each employee.

The organizational structure of the hotel is presented in Appendix 1.

A total of 32 people, including management, working at the Voyage Hotel.

Submitting to the Director of the hotel:

1. Deputy Director;

2. The administrative service;

3. The head of the financial department.

The Director and administrative service subject:

1. Department of Reservation

The service deals with issues related to booking and accommodation by numbers of tourists.

2. Reception

The first impression of the guest depends on reception and accommodation service. The administrator in the process of communication with the guests, should discuss the following issues: prices per room, placement terms, payment procedure.

Duties: organization, planning, control, and management, including service of the porter, administrative and economic activities, safety equipment, telegraph, and telephone services.

Besides, every day the administrator needs to compile a report to those who have left the hotel, a report to the passport desk with the profiles of residents, and report to the housekeeper manager.

3. Financial service

Solves financial issues, receives reports from cashiers from each point of sale, including food service, sports and health center, and composition of additional services.

The Financial Service maintains a single financial accounting of the enterprise (accounting of expenses and revenues, maintenance of transactions, accounting of salaries, etc.). Composition of the service: a chief accountant and executive assistant.

4. Security service

Performs the function of maintaining order and security in the hotel. At the same time, the hotel performs these duties by a third-party organization.

5. Service of food

The food service includes a cafe bar, banquet service, and kitchen. Providing guests with catering services.

The food service manager makes up the menu. He provides delivery of necessary products. Guest service is carried out according to the menu, and bar service consists mainly of providing customers with alcohol. The kitchen is a production center. Orders for the production of specific products come from restaurant waiters (based on a menu prepared and offered to customers from the banquet hall). The cook prepares the dish, and the head controls the quality and price of a particular product.

6. Engineering Service

Service creates conditions for the operation of air conditioning, heat supply, sanitary equipment, electrical devices, repair and construction services, television, and communication systems.

Composition of the service: lifter, plumber, electrician.

4.2 Study of the corporate culture of the hotel Voyage

Study the corporate culture of the hotel "Voyage" was carried out by means of questionnaires. Interviewed all 32 employees of the organization, respondents answered the questions of the questionnaires in the presence of the interviewer.

The author interviewed the management of the organization and noted that:

- they are the leaders of their groups, and, often, both formal and informal;
- strive to maintain a high tempo of work, to encourage the growth of labor productivity of employees;
- in conflict situations, act as intermediaries, representing the group in its relations with the outside world;
- take a final decision in the course of action, and periodically refuse to explain their actions;
- independently make the plan work and act without consulting the group;
- make changes and encourage the group to work harder;
- give employees a specific job.

At the same time, all managers noted that:

- they don't like to grant freedom of action to his subordinates;
- not welcome critical thinking of employees and will not tolerate slow performing tasks;
- rarely give the group the right to nominate the action proposals and determine the individual rhythm of work;
- never delegate to employees of its powers.

The leadership style of an organization can be defined as formalized and structured, characterized by authoritarianism, and has a minimal share of democracy in governance. Leaders are primarily focused on performance and do not take into account the impact of the human factor on the activities of the entire organization. This style of management contributes to the creation of certain difficulties within the organization itself, as indicated by frequent cases of non-compliance with management orders (according to the managers themselves), strong pressure exerted on employees for disciplinary violations and led to

inefficient functioning of all departments and inconsistency of the organizational culture with the desired results.

When researching the process of selecting and hiring new employees in the hotel, we identified a pattern presented in chart 5. After analyzing the diagram, we can conclude that the organization wants to see employees primarily as "their people." It was also noted that managers tend to hire employees on the recommendation of acquaintances and friends because they trust their assessment of the candidate's professionalism more than the opinion of recruitment agencies and the applicant himself. Besides, the desire of managers to establish trusting relationships with some employees of departments, to get information about the situation within the Department, was noted.

Chart 5 - Sources of selection and hiring of new employees at the hotel Voyage
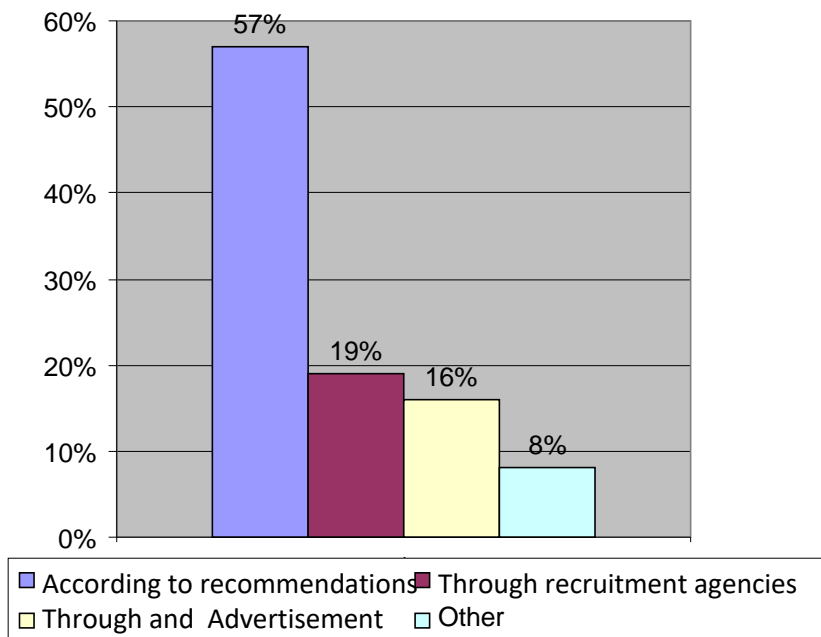
Source: hotel Voyage

In the study, only 47% of employees indicated that their work gives them a sense of self-esteem, and 73% (i.e., the majority of employees) feel the need for additional training. Besides, it was found that the organization's team has developed mutual demands (57%),

discipline (63%), and strict work regulations (78%). At the same time, among employees, mutual assistance (47%), mutual responsibility (26%), consistency in actions (42%), and attachment to the organization (57%) are at a low level.

Employees indicated that the factors that hinder their work are unclear roles and information overload (63%), a large amount of work (68%), lack of understanding from colleagues (57%), excessive criticism of management (63%) and colleagues (68%), constant monitoring and control (84%).

When assessing the socio-psychological climate in the hotel "Voyage," based on the data of questionnaires and personal observation, the author noted the following negative points:

* there are "old" and "new" employees in the team, which indicates that the process of socialization of new employees in the team is poorly developed;

* 47% of employees believe that often the assessment of their work takes place based on emotions and superficial observations, many noted that they do not know by what criteria their work is assessed;

* 57% of employees noted that small things most often cause conflicts;

if a failure occurs, the search for the guilty is active and, often, the first to learn about the mistake is the management and colleagues, not the employee himself;

* access to information depends on the employee's position in the eyes of management;

* 52% of employees noted that managers build management not on a collegial basis, but the principle of " order-submission»;

* 42% said that it is often difficult to come up with new ideas for improving activities

* 15% noticed that they rarely achieve success.

Although these phenomena are not all pronounced, and some are isolated, appropriate measures must be taken to prevent them from becoming a crisis.

Thus, according to the classification proposed by S. G. Abramova and I. A. Kostenchuk, the corporate culture of the Voyage hotel can be defined as:

* Unstable — due to the lack of set standards of behavior and the concept of adequate behavior of employees.

* Disintegrative — due to the lack of a unified public opinion and conflict among employees.

* Functionally oriented - due to work and behavior patterns, based on the status of the employee. I would like to note that each employee in his work proceeds from personal convictions.

* Negative — due to the lack of clearly defined rules and procedures, as well as other elements of corporate culture that have a negative impact on the organization as a whole.

When studying the values of the organization, the following factors were noted:

*only 31% of employees recognized customer satisfaction as their goal;

* analysis of internal relationships gave the following indicators: lack of support from the Manager (68%) and understanding from colleagues (57%), slow career growth (52%), low-quality standards (47%), lack of rhythm in work (57%);

* not a very high level of discipline (63%); only 26% noted the promotion of initiative employees.

When asked about the existing disagreements, all employees noted their low participation in the creation of a hotel product, management's rejection of initiative proposals and innovative methods, disagreements between employees on how to perform one or another function. The employees called the reasons for such disagreements the fear of management and some employees to take a certain risk, the impossibility of conducting independent actions without the knowledge of the management and, again, limited authority.

When asked about the organization's orientation in time, employees noted that the organization is more focused on the present, i.e., what is happening here and now. This is confirmed by the fact that the management does not have any clear action plan for the near future, as well as the maximum orientation of the management to serving existing large customers and focusing on financial and economic activities.

Employees noted that when they are completing tasks, they are absolutely not oriented in terms of deadlines. The managers usually do not specify the time frame for

completing the task. Based on this, employees noted that this situation does not encourage them to quickly perform their functions, which often leads to delays in deadlines, delays in solving problems, and even, what is very important, makes it difficult to serve customers.

During the interview, the employees acknowledged the fact that their creative and working potential is low, and it is difficult to promote their ideas. Mid-level managers noted that the qualifications of some employees did not meet the requirements of their position. At the same time, employees expressed the opinion that some managers are incompetent in some matters, and they have to secretly change the solution to a particular problem. As we can see, there is a situation when the management and employees are opposed to each other, form two different teams, and often inconsistent in their actions.

What about cooperation? It was noted that the relationship in the collective based on a strict hierarchy. It is difficult to ask for advice from management, it is necessary to comply with all the formalities of receiving and interviewing an employee with one of the top managers. There was also a low level of employee participation in the joint solution of some colleagues ' problems. Each employee strives to achieve their own goals and stand out in front of management.

Thus, from the material we have analyzed, we can conclude that the overall assessment of the corporate culture of the "Voyage" hotel is "satisfactory"("weak"). This estimate based on the following grounds:

- there is no clear regulatory framework for corporate culture
- there is no clearly defined mission, strategy, or core values that are supported by employees;
- indirect material interest programs are not implemented, which leads to some dissatisfaction with the work of some employees;
- there is no well-established periodic reporting to the state of Affairs and further actions
- an officially unsupported set of collective events (birthday celebrations and other events, joint picnics, participation in city events, professional skill contests) that contribute to the
- establishment of warm relationships between employees, and, consequently, a "healthy" corporate climate in the team.

5 Recommendations for improving the corporate culture of the hotel Voyage

Based on the analysis of the corporate culture of the hotel "Voyage" can be offered several recommendations for its improvement:

You must develop a clear regulatory framework for corporate culture, for example, to improve the provision of the corporate culture at the hotel, where one should specify the mission and define the goals of the organization, to fix rules of conduct for employees (see Appendix 3).

Lack of understanding of their work, their place in the organization by employees, and even management require the creation of a document that would contain the main strategic goals of the organization. It is essential not only to formulate the goals and mission of the organization but to bring them to the attention of each employee.

It is necessary to improve the common corporate style, which can include not only the logo and uniform style of clothing.

To succeed in the hotel business and to meet the expectations of consumers, it is necessary to develop a system of standards of service- quality standards.

The standards of hotels must be a logical consequence of the objectives and motto.

Compliance with traditions enhances the self-determination of employees; for example, demotion demonstrates the need to comply with the required behavior; identifying the best behavior (contests, competitions) indicates the value of correct behavior.

Each employee needs personal interest in maintaining a high level of corporate culture, which is possible due to the participation of employees in the discussion of the principles and values of the organization, the holding of competition among employees on the interpretation of the meaning of the hotel's symbols (emblem)

So as we see, a high level of corporate culture allows a person to feel dedicated to the organization.

It is necessary to create technology selection and adaptation of staff.

At the formation of organizational culture, it is very important to new employees, select the organization, consistent with not only the professional qualifications for the relevant post, but by loyalty to the culture of the organization.

New employees should know about the corporate culture of the hotel. To tell a new employee the organization's history and myths about it, about achievements, about current and former employees and "heroes of the company," their devotion. And social policy management. Thus employees inspire faith in the organization that gives them a desire to be involved in it. Every effort is made to ensure that the values and ethical standards of culture become the meaning of employees ' lives.

I can recommend the following variant of the adaptation of new employees in the hotel. The first day to start with introductory classes, which talk about the work of all services, conduct safety training sessions, a tour of the hotel, beginners have to be introduced to the corporate rules set out in the "Corporate code."

A new employee should be assigned an experienced mentor who will help at the beginning of their work and introduce them to the peculiarities of the hotel's operation. After the new employee is familiarized with the hotel and its services, he begins a three-week course of their duties.

It is necessary to strive that the new employee is imbued with corporate culture literally from the first day of work.

In order to improve the parameter of corporate culture, such as the attitude of the staff to the guest, it is possible to recommend that the service personnel should try to create a relationship between the staff and guests of the hotel, by dating, addressing the guest by name, which will allow achieving the location of the guest. All the hotel staff should be friendly. And if employees are not sufficiently motivated to perform their work duties (as in the hotel "Voyage"), it means that such parameter as an attitude of personnel to guests will contribute to the reduction of quality of provided service.

Any business requires increased performance. The efficiency of labor should always increase, and this can be achieved by enhancing the skills and training.

Often the hotels are hiring employees even without experience in this field, motivated by the fact that it is easier to train the person from scratch. Training of employees begins with the first day of work, and this applies to absolutely all items.

For the Hotel "Voyage" can be recommended to arrange for staff lectures and training sessions. Every employee working with guests must be able to pass the following trainings:

- standards of professional conduct (purpose: to review and adopt standards supported by the hotel);
- service standards in the hospitality industry (objective: understanding of basic principles of hospitality and service to ensure quality service);
- solutions to conflict situations (objective: developing skills of understanding the "signals" conflict behavior in its initial stages, skills, avoidance of conflict, and effective decision);
- etiquette (goal: formation of ideas about etiquette in the hotel industry by the standards of service).

This kind of trainings can be designed for five hours – a viewing and discussion of videos, practical exercises, role-playing games.

It is possible to retain a prospective employee in a hotel only when he imagines the prospect of career growth, each new step of which will be accompanied by an increase in monetary compensation. For example, for reception, it is possible to introduce the bitness of employees: the administrator of the first category and the second category administrator (when performing the same functions). Even a small difference in wages will increase the motivational needs of new employees in mastering their professional skills.

Corporate culture is one of the most effective means of attracting and motivating employees.

You need to implement the developed forms of staff motivation, using tangible and intangible incentive systems.

Motivation should be viewed from two sides.

First, motivated by material incentives. Material incentives include catering staff in a hotel, a medical service, delivery of employees by transport, etc. Second, intangible

motivation. The group's intangible incentives that do not require investments, but have a significant impact on the satisfaction level of employees include; recognition of the employee in the form of praise, of gratitude; the title of "Best employee of the hotel "Voyage" at the end of the month, quarter, year.

Motivation, as a result of exposure to a corporate culture that is characterized by the desire of staff to meet the expectations of others, to earn the respect of management and colleagues, feel important by belonging to a socially relevant organization. It is important to note the need for constant impact and upgrade non-material methods of motivation.

For teambuilding and leadership, creating a positive psychological climate necessary for cultural workers, the company's birthday, corporate New year, February 23 and March 8, the celebration of birthdays of employees, participation in city events, collective exit events (picnics, paintball, bowling, etc.).

Very productive means of formation, dissemination, and consolidation of corporate culture – all kinds of rituals, ceremonies, traditions involving employees of the company. They are designed to facilitate the transfer of positive experience, to disseminate information, a culture of relationships, standards of conduct, and other elements of the values orientation in the interests of the cohesion of employees and developing their sense of belonging to the team.

It is important to create a standard for informing staff (what information, in what form, with what frequency, through which channels, and by whom should be communicated to the team). This is necessary for more awareness of staff about management plans and actions, and, therefore, helps to establish trusting relationships between management and subordinates.

A significant role in the formation of corporate culture belongs to the head.

The Manager must give its work more considerable attention to the following factors that help employees become patriots of their organization:

- a positive attitude of the administration towards the workers;

- a strong linkage of the results of work and its payment;

- an objective assessment of achievements of the employee;

- opportunity for professional and career growth;

- an excellent psychological climate in the team;

- a feeling of significance, the importance of performed work, the understanding with the supervisor.

As the hotel's management expects the positive attitude of the employees to the guest, it should also positively relate to both the client and the employees.

To improve corporate culture can suggest the following tactics of the behavior of the head: the head gives orders to the workers in the form of orders, and in the form of advice, assistance in establishing self-control. It will help to increase the responsibility of employees for their activities.

It is also necessary to build the correct ratio of staff with heads of departments and CEO. It is feasible through meetings, daily "updates." The Manager must praise the team for the thoughtful work: a few kind words can cheer a person, and also serve as motivation for further qualitative growth. The Director of the hotel needs to find time in his schedule for regular informal conversations with the staff.

Employees should be treated as potential business partners, not wage workers. This approach increases the degree of personal responsibility of each employee.

Thus, it should be noted that the corporate culture, through the improvement of human resources management, allows you to provide the company's competitiveness and improve the business in general.

Of course, these recommendations are not perfect and complete, because they are designed only based on an observational study of normative documents, surveys some of the staff. However, their implementation may be one of the first steps on the long and challenging path to improving the corporate culture and using it further to enhance the efficiency of the hotel "Voyage».

6 Conclusion

The corporate culture within the hotel - is, above all, the mood in the team and the mood that the staff gives to guests. Of course, when there is a favorable psychological climate in the office, the work is easy and more enjoyable, and hence the efficiency increases. In sales, especially in the hospitality industry, the mood is the most important success factor.

Corporate culture performs the functions of internal integration and external adaptation of the organization. It defines and unifies the mission, goals, and strategy of the organization. Due to the corporate culture, the organization develops a common language, rules of behavior, a system of rewards and punishments, allowing for close communication between staff — some basic assumptions and theoretical positions, which pushes a particular person.

In the thesis work, an attempt was made to identify and analyze features of the corporate culture of the hotel. It should be noted that the services provided by the hotel are different from the product and has a certain characteristic, which in turn affects the formation of the corporate culture.

Regarding this, thesis work considers the theoretical and practical aspects of the formation of corporate culture, namely:

1)A manager is a key figure in an enterprise that creates its own corporate culture. He should be able to create or change the culture of a hotel company so that the behavior of the performers of hotel services consistent with the goals of the enterprise and its strategy. Also, each manager must first carefully analyze their behavior, attitude, to then become an example for subordinate employees;

2) In the formation of corporate culture in the hospitality business required the proper organization of work. It is important to be able to set specific objectives and clearly assign responsibilities and powers of the employees. With proper organization of work, the person holding a senior position is not indispensable;

3) A scientific approach to recruitment. Information about the features of corporate culture must be provided to each applicant for the vacant position at the hotel in order that the man himself has decided, whether he agrees to follow to the organization's rituals and traditions or not.

4)Conducting corporate training. In the course of training, it is easier to explain to staff what the organization expects from them, what it will encourage, support.

5) Organization of corporate events. The creators of corporate events, the hotel must clearly know the needs of staff. Because such events only in the interests of the leadership have nothing to do with the corporate culture;

6) Non-financial incentives. Regardless of what the subordinate does, he

(employee)always needs to feel that his work is very important.

7) Respect for traditions and rules. The user is obliged to cherish and respect the traditions of the hotel enterprise, as they are designed to consolidate corporate culture. If the rules are violated, it will signal the unwillingness of the leadership to divide declared values, that, naturally, will reduce the motivation of subordinates;

8) Timely informing of staff. Employees, not knowing the reasons for certain management decisions, attempt to understand what is happening. Born as a result of conflicting reports and rumors, the staff starts to worry, and the organization ceases to operate effectively;

9) The emphasis on the brand style of the hotel. Beautifully made calendars, Souvenirs, clothes, elements of interior design are usually the pride of the employees and reason for the promotion of the corporate culture of the hotel in the external environment;

10) Proper execution of documentation. Well-written and aesthetically decorated document serves as an indicator of the high culture of the hotel.

Once involved in the formation of corporate culture, it is necessary to consider the hotel as a techno-economic and social system at the same time. Also important is the understanding of the role and importance of organizational culture for the successful implementation of not only short term but long term strategic goals.

Based on the study of the corporate culture of the hotel "Voyage," we have developed recommendations for improving the corporate culture of the organization.

The goal of this diploma project was achieved. The data obtained and the experience can later be applied in the activities not only of the hotel "Voyage" but in other organizations, working in the hospitality industry.

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8 Appendix

Appendix 1

The questionnaire of diagnostics of the corporate culture.

The tool consists of 15 "beginning" of sentences describing various aspects of the company's operation. After each beginning of the offer, there are possible endings of offers. When they combine, they are a complete statement describing one of the four behaviors of the organization, its values, staff beliefs, and so on.

To the left of the suggestions, there is a column entitled "existing culture."

The Respondent uses the following notation when filling in this column:

4	This offer fully corresponds to the current situation in Your company
3	This offer less than the previous one corresponds to the current situation in Your company
2	This offer less than the previous one corresponds to the current situation in Your company
1	This offer less than the previous one corresponds to the current situation in Your company

In other words, the Respondent needs to prioritize the four endings according to their current state.

1. Members of the organization must give a priority to …

The existing culture	Options
	Meeting the needs and requirements of managers
	Fulfilling their job responsibilities, company policies, and procedures
	Solving problems related to the performance of tasks and improving the technique of their implementation
	Work with colleagues to resolve work and personal issues

2. Employees who are successful in our company are those who…

The existing culture	Options
	They know how to satisfy their leaders and have the desire and ability to use power and politics to move forward
	Play by the rules and strive to do the job correctly
	Technically competent and efficient, and know how to do the job
	Build close working relationships with others based on cooperation, care, and mutual assistance

3. The organization should treat individuals as:

The existing culture	Options
	to "hands" whose time and energy are at the disposal of top management managers
	to "employees" whose time and energy are purchased through a contract, with rights and obligations for both parties
	to "colleagues" who have mutual obligations to achieve a common goal
	to family members or friends who love to be together, care for, and support each other.

4. People are managed and directed:

The existing culture	Options
	People with power, who use them through a system of rewards and punishments
	System of policies, rules, and procedures that provide information about what and how an employee should do
	Their own obligations to achieve the company's goals
	Their own desire to be recognized as members of the collective

5.Decision making processes are characterized in our company:

The existing culture	Options
	Directives, orders, and instructions from the top to the bottom
	Having written policies and procedures and making decisions based on them
	Decisions are made by the people closest to executing the consequences of these decisions
	By reaching consensus in decision-making to gain support for these decisions

6. The distribution of tasks and work to individuals is based on:

The existing culture	Options
	Personal judgments, values, and desires of those with power and authority
	The company's needs and plans, and the established rules (seniority, skill levels, etc.)
	Correlation of work requirements and interests and abilities of individuals
	Personal preferences of employees and their needs for growth and development

7. Employees are expected to be:

The existing culture	Options
	Hard-working, Executive, and the loyal to the interests of those they report to
	They are Responsible and reliable, performing their duties, avoiding actions that will help surprise and upset their immediate supervisors
	Self-motivated, competent, and willing to take the initiative in doing the job. Discuss existing problems and ways to overcome them with your managers in order to achieve results
	Good team members who are willing to support and collaborate with others

8. Managers and supervisors are expected to:

The existing culture	Options
	Strong, reasonable, tough, but fair
	They are not influenced by individuals and avoid using power for their own good
	Democratic and willing to accept the ideas of employees to complete the task
	They Provide support and are responsive to those they lead

9. It is considered legitimate for one person to tell another what to do when:

The existing culture	Options
	He has more power and authority in the company
	This is part of his job responsibilities
	He has more knowledge and experience and can use it to direct another employee (train him) to do the job
	Another employee asks for help, guidance, or advice

10. Motivation to work is the result:

The existing culture	Options
	Hopes for remuneration, fear of punishment
	Adoption of the rules and principles "one fair day of work – one day of fair pay»
	Strong desire for achievement, creativity, innovation, and the need to follow colleagues who contribute to the company's success
	Desire to help others and develop good working relationships with colleagues

11. Relationships between workgroups or divisions in the company as a whole:

The existing culture	Options
	Competitive, where everyone looks in the direction of their own interests and helps each other only when they see it as an advantage for themselves
	They are Characterized as indifferent to each other when each helps if it is convenient, or at the direction of the management
	They are characterized as cooperative when it is necessary to achieve common goals. Employees usually want to reduce bureaucracy and cross-organizational boundaries to get the job done
	Friendly, with a high level of response to requests for assistance from other groups or units

12. Conflicts between groups or employees usually occur

The existing culture	Options
	Resolved by the personal participation of people with a higher level of power, than the people who have the conflict
	Avoid, with reference to existing rules, procedures, and formal descriptions of authority and responsibility
	Resolved through discussions aimed at achieving better results at work
	Allowed in order to maintain good working relationships and minimize the likelihood of offending people

13. The external environment in relation to the company is considered as:

The existing culture	Options
	Jungle where a company struggles to exist in competition with others
	Order system where everyone acts according to rules and established procedures
	The area of competition in terms of productivity, quality and innovation, which in turn develops the business
	Community of independent parts where common interests are most important

14. If employees are faced with rules and procedures that hinder them from it…

The existing culture	Options
	They break them if they have enough authority, or bypass them if they're sure they won't get caught
	Usually follow them, and go to the top for permission to change them or deviate from them
	Strive to ignore or circumvent them in order to complete the task accurately and on time, or better
	They support each other in ignoring the rules or correcting them, but if they believe that these rules are unfair and create difficulties for others

15. New employees of the company need to learn or find out…

The existing culture	Options
	Who actually runs the company, the rules (unwritten rules) to follow
	Formal policies and procedures, as well as work boundaries within place where they should be located
	What resources are available to perform the work; take the initiative in applying their knowledge and skills when performing the work
	How to collaborate, be a good team member and develop good working relationships with each other

Appendix 2

Regulations on corporate culture of the hotel

«Claim»

_____ / _____

Signature_____ full name

_____

"" _____20

Corporate culture of the hotel _____

1. Our mission

Our mission is to become one of the best companies in the economy class hospitality industry. Through the success of our company to the prosperity of each of us and society.

2. The motto of the company

_____

3. Code of business ethics

The main principle that should guide any hotel employee_____, regardless of his position, respect for the individual.

The company provides all employees with equal opportunities to demonstrate their abilities in the course of their work.

The hotel _____ does not accept:

3.1. Any form of employee discrimination.

4. The company's employees are guided by the following principles:

4.1. They are based on concern for the common interests of the company and the unity of all personnel.

4.2. Maintain the reputation and image of your company among guests, suppliers, and competitors.

4.3. Ensure the confidentiality of the information received.

4.4. They act on the basis of trust in the decisions they make.

4.5. They are aware of the need to behave correctly and with dignity.

4.6. Employees of the company respect the personal life of colleagues, not allowing any interference in it.

5. The system of motivation of employees.

5.1. Indirect motivation:

5.1.1. Career development and planning;

5.1.2. Certification and award of categories;

5.1.3. Social package for all employees:

- free medical insurance;

- paid vacation - 4 weeks;

- paid sick leave;

- paid maternity leave;

- free lunch;

- corporate party;

- trips to nature.

For employees depending on their status:

- mobile phone (corporate rate);

- tuition fees agreed with the management.

5.2. Material motivation:

5.2.1. Every hotel employee_____receives bonuses in addition to the agreed and approved salary depending on the results of his work;

5.2.2. Additional payment for categories;

5.2.3. Gratuitous financial assistance (birth of a child, wedding, etc.).

Appendix 3

6. Corporate values of the company.

6.1. High-quality guest service.

- the company's priority is high-quality food and guest service. To identify and resolve emerging issues, we work in constant two-way contact with guests and business partners. At the same time, the unshakable principle of the hotel _____ respect for the individual and respect for human rights.

6.2. Respect for the individual.

We believe that the success of the company depends on the common efforts of dedicated employees.

So we want to:

- so that everyone in the hotel _____ respect each other's rights and dignity;

- help employees develop their talents, maximize their abilities, and encourage the free exchange of information and open dialogue;

- promote equal opportunities for everyone;

- that all employees of the company work in conditions that are optimal for health and safety.

6.3. Accountability for results.

Each employee must perform their duties efficiently and be responsible for the results of their work.

6.4. Responsibility to society.

We adhere to high ethical and social standards in the business. We will adhere to these principles by firmly following local, national, and international laws, cooperating with the authorities, and interacting with the public.

6.6. Commitment to renewal.

Updating all aspects of our business is the key to our success. We see change as new opportunities for development, and self - satisfaction as a threat. Therefore hotel policy_____ it consists in the widespread support of curiosity, which is necessary for openness to the world and new ideas.

6.7. Commitment to continuous improvement.

We constantly compare our working methods and results with the best achievements in the industry. We will continue to implement solutions and processes that support the implementation of our corporate principles.

6.8. Ability to work in a team and focus on the overall result.

Only a team can become a leader. Therefore, only those who work primarily for the result and image of the entire team can become a successful member of the company.

6.9. Equality of opportunity.

Any employee has the opportunity to pass in the hotel _____ all stages of career growth. Everything is determined by individual abilities and contribution to the common cause, the ability to work in a team.

6.10. Openness and courage.

Any employee of the company has the right to defend their opinion, but after making a decision, they must perform it efficiently and on time.